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Negotiating Time and Value in a Labor Dispute: A Brazilian Case Study

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ABSTRACT

This study is about a labor conflict occurring in a Brazilian company involving an employee who suffers from physical and mental health problems. This study analyzes two labor lawsuits and the negotiation process that led to a settlement, examining how trust, time pressure, litigation uncertainty, and integrative negotiation affected the achievement of a negotiated solution. A descriptive single-case-study design was used to analyze the interactions among the employee, the employer, the lawyers, and the institutions of the Judicial System throughout the negotiation process to reach a mutually accepted solution. This study shows that, through strategic negotiation, it is possible to create value under uncertainty, within a context of conflict, and with opposing interests, while reaching solutions that meet one party's financial claims and the other's urgent human needs.

KeyWords labor negotiation; integrative negotiation; mental health; trust; ZOPA; labor dispute resolution; case study; judicial settlement.

1. INTRODUCTION

Negotiation is a primary mechanism for resolving conflicts within organizations, businesses, and legal settings (Fisher & Ury, 1981; Pruitt, 1981; Zartman, 1988). Therefore, parties manage several interests, uncertainties, levels of trust, and pressure to conclude. That is why negotiation is widely studied in research on the topic as well as in practical application (Carvalho et. Al, 2026; Dias, 2020; Lax & Sebenius,

1986; Salacuse, 2003). To reach the best possible outcome for the interested parties, effective negotiators identify the key interests that need to be addressed to reach agreeable solutions that are considered to be fair by all parties and then, throughout the negotiations, they work to manage the alternatives available to each party, reduce any information asymmetry that may exist, and create as much value as possible for the interested parties (Geiger, 2017; Lax & Sebenius, 1986; Raiffa et al., 2002). By adopting an interest-based negotiation approach, Fisher and Ury (1981) describe how effective negotiators work to satisfy the key interests of all parties to a dispute by negotiating solutions that are considered to be better than the available alternative of going to court (or engaging in distributive negotiations), which can result in less satisfactory solutions for the interested parties. This approach contrasts with that adopted by those who view negotiations as solely distributive, such as Pruitt (1981) and Shell (2006).

Trust is another fundamental component of any negotiation, affecting both the negotiation process and the agreed outcome. Many studies have examined how trust affects information search, perceptions of risk, levels of cooperation, levels of conflict, and negotiated agreements (Dias & Lopes, 2021; Santos & Dias, 2024; Santos & Dias, 2024a). Trust can affect relations between opposing parties in a dispute, as well as between legal representatives and their clients. Therefore, where a client fails to notice that their attorney is not acting in their best interests, it can affect the client's perceptions in a very negative way, and ultimately lead to adverse consequences in terms of a lack of effective resolution in a dispute (Dias & Lopes, 2021; Santos & Dias, 2024).

The influence of psychological and emotional factors on negotiations with people who are severely ill and are subject to economic uncertainty in the prolonged process of litigation can affect their risk perception and the way they evaluate the alternatives of a negotiation. The agreement reached will also depend on a series of human factors; thus, labor disputes need to be analyzed not only from a legal perspective but also from an organizational, human, and psychological standpoint (Bastos & Dias, 2026a).

This article examines the negotiation of a labor dispute initiated by an offshore employee against his former employer to settle two labor lawsuits filed in two different jurisdictions, as well as a related claim for social-security benefits. The employee's claims alleged discriminatory dismissal, occupational illness, wage differentials due to improper job function, moral damages, existence damages, continued health benefits, and other labor-related claims and expenses. Meanwhile, the employee was suffering from severe physical and psychological problems, including serious spinal problems, severe depression, and sleep disturbances.

This research contributes to previous studies on negotiations by presenting an integrated negotiation process in which the parties discussed their interests to create value throughout the process. The issues that were negotiated in this case consisted of reimbursement of expenditures, reinstatement of the employee, funding for the employee's treatment, continuation of the health benefits being paid by the company, payment of the services of the employee's attorneys, reimbursement of the litigation expenses incurred by the employee, and the issues related to future uncertainties.

Many studies have been developed related to negotiation in labor, commercial, governmental, construction, health, and business transformation environments (Aylmer et al., 2026; Delgado & Dias, 2025; Domingues & Dias, 2025; Lago et al., 2025; Valle et al., 2025). However, there is a shortage of studies on the negotiation of employees who are suffering from serious mental health problems and who are involved in judicial disputes. As another application, the case in question allows the application and validation of other concepts often addressed in negotiation literature, including the Zone of Possible Agreement (ZOPA), alternatives to a negotiated agreement, and several mechanisms to be used in the negotiation to build up the trust of the other party, as well as different approaches for negotiation and value creation (Dias, 2020; Dias & Navarro, 2020; Raiffa et al., 2002; Shell, 2006).

This article investigates how trust, time constraints, dispute uncertainty, and integrative negotiation influenced the settlement of the labor dispute of an employee who had been suffering from serious mental health problems while negotiating with his ex-employer. Through a descriptive single-case study, the article aims to identify and analyze the factors that influenced the above-mentioned labor dispute and how the employee's and the employer's strategic decisions influenced the above-mentioned process to reach a settlement agreement; and, in doing so, provide relevant contributions to the studies on labor disputes, on negotiation in a legal framework, and on negotiation management.



Figure 1 shows Dias (2020) Four-Type Negotiation Matrix (2020), where multiple parties negotiate multiple issues, a Type IV negotiation.

Figure 1 The Four-Type Negotiation Matrix
Source: Dias, 2020. Reprinted with permission

2. LITERATURE REVIEW

Studies on negotiation developed within the Brazilian context similarly stress the relevance of integrative approaches in complex negotiation settings. According to Valle et al. (2025), the process of transforming distributive negotiation into integrative negotiation. In turn, Scheuer and Dias (2025) investigated the use of collaborative negotiation strategies to achieve sustainable outcomes by sharing information and interests. In summary, as already mentioned, agreements are based on the interests underlying the parties' positions.

The main factor that determines how parties negotiate is how they view the negotiation. In most cases, the parties start by viewing the negotiation in a distributive manner; i.e., each attempt to reach their objectives by trying to stop the other party from reaching theirs. The parties will be committed to their respective positions and will consider only alternatives that are better than their current positions. This is the normal way parties negotiate, and they often reach a deadlock because neither party is prepared to concede on the key issues. Only when parties negotiate integratively can they consider alternative solutions that enable both to gain from the negotiation.

Similarly, other negotiation researchers have also emphasized the importance of strategy in negotiation. In this sense, Shell (2006) states that those who engage in negotiation and have systematically prepared the issues that are to be discussed, the alternative ways in which they could reach an agreement, the potential risks and successes that could occur, and the different interests of the many individuals involved are more likely to reach successful agreements than those who negotiate intuitively. These aspects also relate to planning, cultural awareness, relationship management, and negotiation adaptability (Salacuse, 2003).

Another concept in the negotiation literature is the Zone of Possible Agreement (ZOPA). ZOPA refers to the range of possible solutions that both parties may consider as acceptable for settlement purposes (Dias, 2020d; Fisher & Ury, 1981; Raiffa et al., 2002; Shell, 2006). The analysis shows that an agreement is possible when there is a ZOPA; therefore, it also shows that failing to recognize the ZOPA often results in total failure in the negotiation process (Dias, 2020d).

A related element to the ZOPA is the assessment of alternatives available to both parties during the negotiation process. The expression Best Alternative to a Negotiated Agreement (Dias, 2020d; Fisher & Ury, 1981; Fisher et al., 1981; Raiffa et al., 2002; Shell, 2006) describes this element, which is worth considering to evaluate the negotiation process and the achieved results in terms of possible gains and losses for both parties. For parties involved in a labor dispute, litigation is the main alternative to reaching a negotiated agreement. Bazerman and Moore (1994) focused on how decision-making errors influence negotiations. It is also known that parties are often under pressure in negotiations. This raises the importance of psychological aspects in understanding parties' behavior.

The effect of emotions in negotiations has been increasingly studied. Early negotiation theories assumed fully rational parties. Emotions therefore play a major role in influencing the negotiation process and its outcomes (Dias et al., 2026). However, in labor disputes involving severe mental health problems, negotiations are held while the parties are experiencing health-related vulnerability (Bastos & Dias, 2026a; Dias et al., 2026).

Trust also receives special attention within negotiation scholarship. In fact, several studies in this research line highlight the relevance of this variable to negotiation processes and outcomes (Dias & Lopes, 2021; Santos & Dias, 2024; Santos & Dias, 2024a). Trust facilitates value-creating communication between parties by reducing perceived risks. Thus, in a trust-based atmosphere, both parties can better explore integrative solutions that create added value. In contrast, low trust triggers defensive behavior because parties fear being tricked by the other party's information and are more likely to withhold information,

which can even cause negotiations to fail. Dias and Lopes (2021) discussed the concept of transformative trust in negotiations, that is, the evolution of trust during the negotiation process as the parties demonstrate credibility, competence, and consistency in their words and actions. Santos and Dias (2024a) also described best practices for building trust in negotiations. The influence of various factors on the development of trust in virtual negotiations was also analyzed by Santos and Dias (2024). Thus, in addition to being a necessary condition for effective negotiation, trust is also a variable that affects the negotiation process.

Trust in other service relationships is also important. Because the client often relies on his attorney's advice during negotiation, the attorney-client relationship is crucial to enabling the client's best decision-making. Negative feelings towards his attorney can create problems in the negotiation and even affect the terms of the agreement eventually reached by the parties. The client must feel that his interests are being protected and that the attorney is behaving transparently and fairly in the negotiation (Dias & Lopes, 2021; Santos & Dias, 2024a). Beyond these considerations, it is also important to consider the communication strategies during the negotiation. In the field of negotiation, verbal and non-verbal communication has a large impact on negotiations and on the parties' perception of the facts, as well as on information exchange during the negotiation and on the development of the relationship between the parties (Rubin & Brown, 1975). Therefore, how a party communicates during a negotiation affects the outcome (Dias et al., 2023).

Differently, approaches to negotiation can be structured or situational (Dias, 2020c). Structured approaches guarantee greater consistency and may be more effective in more complex situations. The negotiation Four-Type Negotiation Matrix, developed by Dias (2020) for analyzing negotiations, as well as the Three-Strategy Level Negotiation Model, developed by Dias and Navarro (2020), for understanding strategies and behaviors in complex negotiations with many variables, which may involve huge uncertainty, relationship building, and many other different complex negotiation strategies.

Several Brazilian cases illustrate how negotiation strategies in different sectors can yield positive results. Research cases in construction negotiation (Dias & Panzarini, 2025; Gadelha & Dias, 2026; Martins & Dias, 2026), in consumer dispute resolution (Domingues & Dias, 2025), in supplier-retailer relationships (Samartin & Dias, 2025), in real-estate transaction negotiation (Lago et al., 2025; Tanabe & Dias, 2025), in business acquisition negotiation (Oliveira et al., 2025; Vidaletti et al., 2025), as well as in commercial negotiation (Aylmer et al., 2026; Delgado & Dias, 2025) demonstrated the relevance of trust, preparation, communication, among other negotiation aspects, that influence to reach a successful outcome in such negotiations. Brazilian negotiation cases across different sectors have been studied to illustrate the elements involved in these processes and how they have been successfully addressed. These examples, be it within the Construction Area (Dias & Panzarini, 2025; Gadelha & Dias, 2026; Martins & Dias, 2026), Consumer Disputes (Domingues & Dias, 2025), Supplier-Retailer Negotiations (Samartin & Dias, 2025), Property Negotiations (Lago et al., 2025; Tanabe & Dias, 2025), Corporate Mergers and Acquisitions (Oliveira et al., 2025; Vidaletti et al., 2025) and Commercial Negotiations (Aylmer et al., 2026; Delgado & Dias, 2025), demonstrate in different manners that be it at the substantive or procedural levels, Negotiation is a highly relational activity, in which issues are processed and, eventually, resolved. There is

little negotiation research concerning labor disputes, including serious mental health problems and large quantities of ongoing judicial proceedings. Other studies have examined trust, particularly in the context of mediation, and a wide range of strategies for approaching and resolving conflicts. A lack of research concerning this topic, however, is especially troublesome because parties involved in negotiations under health stress, including physical and psychological problems, have different perceptions of risk and opportunities in the negotiation process than parties who are not under health stress (Bastos & Dias, 2026a; Dias et al., 2026).

3. METHODOLOGY

This study investigates the negotiation process that led to the settlement of two related labor lawsuits (judicial disputes) brought by an employee affected by severe physical and mental health problems, using a descriptive single-case study design. In this research design, the case study approach is the most suitable method because the boundaries between the phenomenon under investigation and its context are not clearly defined (Saunders et al., 2009; Yin, 2004). The negotiation process studied here involved many parties, legal procedures, emotions, and strategic decision-making. Therefore, in-depth analysis is required, and a case study is the most appropriate research design.

A single-case study design is particularly appropriate for generating an in-depth understanding of complex, real-life events and processes, especially where multiple organizational, behavioral, and/or managerial features need to be explored. Methodologically, case studies are best conducted using a qualitative research approach to gain deeper understanding than quantitative methods allow (Saunders et al., 2009). Because the negotiation involves judicial and extrajudicial aspects, as well as the physical and psychological ailments of one of the involved parties and the resulting litigation risks, this case study presents a particularly complex decision-making context (Yin, 2004).

4. CASE DESCRIPTION

4.1. Case Context

This case study examines a complex labor dispute between a former offshore employee and a large multinational employer in Brazil. The parties' real names as well as all company names, case numbers, etc. have been removed to protect the parties' and others' confidences as well as to comply with relevant ethical standards and Statutes. The case deals with a former employee of an offshore division of a multinational employer who worked for several years under an offshore regime. The former employee claims that, throughout his employment contract, he had to work long hours (including continuous stand-by periods) and, at times, even work like someone in a higher-level position without being granted any additional remuneration. These working conditions, however, had serious physical, psychological, and social consequences for the employee. After returning from medical leave granted by the Brazilian social security system, the Employee found himself in a very difficult situation: the social security authority deemed him fit to return to work. At the same time, his former Employer considered him unsuitable for work for health reasons.

As a consequence, the Employee faced a long and difficult period without any employment income, which further added to his financial and emotional woes. However, the employment relationship deteriorated further when the employee was discharged upon his return from medical treatment, and he considers there to be an element of discrimination in his case, as the cause of his dismissal was his health problem. The labor disputes have been filed in two separate lawsuits, as well as in a related social security proceeding against the government social security agency. The social security dispute was resolved independently, with no negotiation or settlement. When negotiations intensified, the employee terminated the services of his previous lawyers because he no longer had confidence in their conduct of the negotiations. From then on, he was represented by new legal advisors who handled his claim in the ongoing legal proceedings, as well as the negotiations for a settlement.

4.2. Litigation Background

The first lawsuit relates to labor rights related to the termination of employment. In this claim, the Employee demands reinstatement; continued payment of health benefits; equalization of the difference between the compensation the Employee earned and what the Employee would have earned had he performed a position of greater responsibility; and moral damages for the harm caused by the working conditions that affected his personal life. The labor court in the first labor claim concluded the evidentiary stage of the proceedings and partially granted the employee's claims. The court declared his dismissal invalid, granted reinstatement to his former job, ordered that the employer's health plan cover him, and awarded moral damages. However, the court denied his claims for existential damages and salary equalization. This lawsuit covers the effects of the employee's health problems, and the compensation and benefits he is due as a result of his work and subsequent illness. This includes lifelong monthly payments, payment of all his medical bills, ongoing treatment and payment for the moral damage he has suffered, as well as for his unused annual leave. A provisional decision in the second labor lawsuit granted by an extraordinary judicial measure in the Regional Labor Court after being first denied by the lower court trial judge and thereafter granted as an extraordinary measure, allowed the employee to force his former employer to pay for all of his medical treatment until the Court decided the trial. However, the decision after trial in the second of the two labor suits before the trial court in this case was largely adverse to the interests of the offshore employee.

4.3. Negotiation Environment

Significant procedural uncertainty existed with respect to both lawsuits. Although the first had yielded a favorable judgment, there was no guarantee of success on appeal. The second was entirely unsuccessful but remained under appeal. Negotiations regarding the claim occurred from July 2024 until September 2024. Since then, numerous telephone conversations, e-mails, document exchanges, and meetings with all involved parties have been held. The methodology adopted in this study corresponds to an integrative negotiation (Fisher & Ury, 1981; Lax & Sebenius, 1986), since more than one issue had to be negotiated. In addition to monetary compensation, the company was also responsible for paying for the employee's health plan, reinstating him to work, paying for the treatment he was undergoing, and compensating for other future losses that could occur. Such losses also included future legal costs. The negotiations also

included conditions to keep the matter confidential and to pay the costs of the attorneys who had already been hired.

4.5. Parties' Interests

In addition to his compensation claim, the employee was also interested in achieving financial security for himself and his family, bringing an end to long-lasting and arduous litigation proceedings, alleviating mental health problems, ending further suffering, continuing treatment, and regaining control of his life. The employer primarily focused on reducing litigation risk, limiting future financial obligations, and avoiding uncertainty regarding the expected appellate proceedings. Furthermore, the employer wanted to end his ongoing obligations related to the employee's reinstatement and ongoing medical treatment, and to bring the pending proceedings to a satisfactory close. The employee's new lawyer works in his client's best interests to achieve the highest possible value, while protecting his physical and emotional well-being. The strategy is based on clear communication, the client's autonomy in decision-making, and an analysis of the litigation risks against the potential of a settlement. An additional negotiation regarding the fees demanded by the employee's former law firm soon began. In this way, the labor dispute, which at first seemed confined to issues about the employment relationship, eventually had to be negotiated with numerous parties involved.

4.6. ZOPA

Finally, the negotiating parties identified a ZOPA during the negotiation process. The employer finally offered BRL 350,000 to end the disputes and future obligations. The employee demanded BRL 800,000 to settle the labor claims.

This was approximately the BRL 400,000 to BRL 700,000 bargaining range identified above.

Employer Initial Position: BRL 350,000

Employee Initial Position: BRL 800,000

Estimated ZOPA: BRL 400,000 to BRL 700,000

Final Settlement: BRL 550,000

In the end, both parties gave in and split the difference between their positions. The agreed-upon compensation of BRL 550,000 was to be found near the middle of the negotiators' Zone of Pragmatic Agreement.

4.7. Alternatives

The parties considered several alternatives. The first alternative the employee considered was to continue his appeal of the decision in the lower court (appellate courts in Brazil can increase awards). He understood, however, that it could take years to receive a final and binding decision, and that there was always a chance he could lose. A second alternative, even less acceptable to either side, would be to abandon negotiation and rely on future judicial decisions, with all the uncertainties inherent in those decisions. From the employer's point of view, the worst outcome was to keep litigating. It would have

meant continued uncertainty and increased litigation costs. In addition, the employer would have had to reinstate the employee, continue paying for his health care, and pay for his health plan. The employer also feared losing its case in the appeals court. In both instances, these alternative options heavily influenced their negotiation strategy and ultimately drove them to settle.

4.8. Evolution of Settlement Proposals

The negotiation developed through several stages. The employer proposed an initial amount of BRL 350,000 to settle both disputes (incomplete settlement). Such a settlement would have extinguished all of his obligations in connection with the Employee's claims for reinstatement to his job, treatment for his health problems, and health coverage related to those problems until he reached the age of normal retirement. After discussing the proposal with the Employee, Counsel for the Employee presented a counterproposal of BRL 800,000.00 to settle all claims in both of the Employee's lawsuits. Later, the same employer (via legal counsel) proposed settling one of the cases for BRL 230,000 (the value established by the court for the first case). The company ignored this option for strategic reasons. The value, while adequate for the first case (which was already heading toward a final solution), would be less than adequate for the second case, where the employee faced a long and arduous treatment process with corresponding costs to achieve full recovery of his health. Further, if he settled the first case at that value, he would be giving up his argument in the second case for higher benefits (including all of his ongoing treatment and related health plan costs) for less than what he may achieve in the second case alone. The employee also found the company's proposed settlement of R\$ 430,000.00 for both lawsuits inadequate and rejected it. Subsequent rounds of negotiation between the parties' legal representatives ultimately led to a settlement. In the end, the parties settled both lawsuits for BRL 550,000.00.

4.9. Analysis of Negotiation Dynamics

Several factors contributed to the success of the negotiations. Initially, the biggest concern was restoring the employee's trust in his legal representation, which was the most critical factor in the negotiation. By working in a far more transparent manner and discussing both the employer's and his own points of view, the employee felt in control of his case and believed he had made the best decisions with the information available to him. Second, time became critical for the other party. The opportunity to win even more money in the appellate court might have been considerable, but it was not as important as the employee's deteriorating mental health condition. In such a situation, time became another valuable asset, as important as the money being offered. Through negotiating several issues, the dispute shifted into an integrative negotiation process in which both parties reached mutually acceptable trade-offs that went beyond monetary value. 4.

4.10. Final Agreement and Follow-Through

The final agreement to settle the two labor disputes required the employer to pay R\$ 550,000.00 in a single installment within thirty days to end the disputes. The employer agreed to settle for BRL 550,000.00 within 30 days. In exchange for payment of BRL 550,000, the employee would give up his labor claims and his claims for reinstatement, continued payment of his health plan, and the employer's payment of his medical treatment until he was completely cured. After the main terms of the settlement were agreed,

the amount the employee's former law firm would receive as compensation for its services in relation to the two lawsuits became the subject of further negotiations. In the end, the former law firm's fee was capped at 20% of the settlement amount, rather than a larger percentage of the total compensation the employee could have received had he allowed the case to proceed as a litigated matter. Finally, just before the documents were signed, the confidentiality requirement for the settlement terms was negotiated to apply equally to both parties. Initially, the requirement applied only to the employee. After payment of the agreed amount, both lawsuits were terminated and archived. As all outstanding labor law issues were resolved, the path to further labor law problems was closed. After payment, the employer's labor lawsuits were terminated and archived. The agreed compensation amount and the quick resolution to end the legal disputes were paid to the employee in full. The negotiation process addressed his financial, legal, and emotional interests, and, above all, his health.

5. DISCUSSION

The case study above highlights many of the complexities encountered in labor disputes, partly due to mental health issues and pressure, which may require urgent resolution. In this example, a change in legal representation and multiple legal processes led to fundamental conflicts of interest and failed communication between the employee and the original legal counsel. Above all, the dispute under consideration contains two key features that run throughout: first, information asymmetry; second, uneven power relations, characterizing a clash between two uneven protagonists. In this polarized dispute, one party – the ill, financially-stricken employee – was the epitome of psychological and physical distress when endeavoring to come to terms with this exhausting and lengthy dispute. Thus, an integrated negotiation approach led to optimal results for all parties and fulfilled the employee's interests and needs.

The parties reached a settlement within the wide Zone of Possible Agreement (ZOPA) for this dispute (as reflected by the employee's "last bottom line" offer of \$52,000 and the employer's "first offer" of \$40,000). While substantial financial relief is no doubt essential to assist this very distressed employee, the settlement funds required to satisfy the employee's claim for relief from continued psychological suffering (i.e., closure) are also significant. As with other cases involving employees with serious mental health issues, supportive and also very structured negotiation practice is crucial. By incorporating family members and others into the negotiation process as required, negotiating parties and their lawyers can conduct the most client-centered negotiation practice to reach the most satisfactory resolution for all parties, even in the toughest circumstances.

6. RESEARCH CONTRIBUTION

This study expands knowledge of labor dispute negotiations. A case study was developed based on a labor conflict case at a Brazilian company in which an employee with severe physical and mental health problems was involved. Such research has several unique contributions. First, it shows how integrative negotiation styles, based on building trust, considering time factors, and accounting for litigation uncertainty, can be fruitful in achieving mutually advantageous solutions in extremely complex and

emotional labor disputes. Second, it provides a case study on the practical application of negotiation concepts (i.e., ZOPA – Zone of Possible Agreement – and BATNA – Best Alternative to a Negotiated Agreement) in a real judicial environment. It also bridges a gap in negotiation research, as few studies have analyzed the interests, alternatives, and negotiation process of all parties involved in a labor conflict. From a practical point of view, the study presented in the article is limited to analyzing a single case of client-centered, interest-based negotiation that led to a fair and sustainable solution in a labor conflict.

7. CONCLUSION

It can take time to address the financial aspects of a labor dispute fully. Still, it is also important to consider the psychological aspects in cases involving an employee with a serious health problem. Lawyers aim to balance concluding as quickly as possible to relieve the affected employee with achieving the best financial outcome. From the research conducted for this case study, it is clear that using an integrative approach to negotiation, which seeks to explore all the options available and seeks a solution that is acceptable to all parties, can lead to very satisfactory results for all parties involved in a labor dispute. In this case, the parties reached a conclusion that fully met the employee's needs while remaining within the employer's means. It also needs to be said that lawyers dealing with labor disputes involving employees with serious health problems need to be adaptable to tackle problems as they arise.

FUTURE RESEARCH

Future research may examine the negative effects of litigation on employees' mental health and develop effective strategies and legal approaches to handle such cases and close disputes more efficiently. To handle vulnerable employees in labor disputes effectively in negotiations, future research may identify effective negotiation strategies and ways to incorporate psychological support and involve support networks in the negotiation process. Through comparative studies of litigation and negotiation in labor disputes involving health-related issues, future research may gain deeper insights into effective ways of handling such disputes and their outcomes. Last but not least, future research on the long-term effects of labor dispute resolution on employees' mental health and social reintegration would be highly useful for further developing and refining effective negotiation strategies and labor law frameworks to handle disputes with health-related issues efficiently and more humanely.

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